

# The San Diego County Children and Families Commission

## IMPLEMENTATION PLAN

July 2001 - June 2002

### The Implementation Planning Process

**A**n Implementation Planning Ad Hoc Committee, composed of two Commissioners and five members of the Technical and Professional Advisory Committee, convened to draft a plan for the first year implementation of the January 2001 – June 2003 Strategic Plan.

The committee aimed to shape an implementation plan that will build on the accomplishments and infrastructure development achieved during the Commission's first full year of operation, utilize public input, refine the focus on improvements for children and families and incorporate lessons learned. The committee specifically addressed the following issues:

- What are the priority results around which the Commission should focus its activities?
- What methods should the Commission use to distribute funds for achieving the priority results?
- How should funds be allocated for all activities?

### Choosing Priority Results for 2001 – 2002

**A**s outlined in the Strategic Plan, the Commission has adopted a results-based approach to guide its activities. Results-based planning identifies:

- **Results:** What conditions do we want to improve for children and families?
- **Strategies:** What can we do that we think will work?
- **Indicators:** What can we measure to show us that what we're doing is working?

Because Proposition 10 funds cannot meet all of the needs of the County's children, a central principle of the Strategic Plan is prioritization. That is, funding

should be directed to a few specific priorities. The advice of the community, and the experience of the first Request for Grant Applications (RFGA) process, supported this principle. With prioritization in mind, the committee carefully considered:

- ❑ The priority results and indicators presented in the Strategic Plan
- ❑ Input from community conversations, the Technical and Professional Advisory Committee, and public comment
- ❑ National, state and local data on the status of children and families related to school readiness
- ❑ Opportunities to build on activities that the Commission has funded or planned
- ❑ Potential coordination with State Commission initiatives

A list of potential priority results, strategies and indicators was generated. Each was assessed according to the Strategic Plan's criteria for choosing priorities:

- ❑ Creates benefits for all children ages 0 to 5 in the County
- ❑ Strengthens the ability of parents as the child's first teachers
- ❑ Utilizes intergenerational solutions
- ❑ Promotes prevention and early intervention
- ❑ Reaches diverse communities through cultural competence
- ❑ Uses existing community resources
- ❑ Fosters partnerships and collaboration
- ❑ Builds community capacity for problem solving and decision making
- ❑ Produces measurable results for accountability
- ❑ Is sustainable beyond Commission funding

The following priority results, with sample strategies and indicators, were discussed for their potential to improve school readiness, benefit children and families, increase community capacity to support children, and ensure effective use of Proposition 10 funds. Indicators will be finalized with input from the community, evaluation experts, the State Commission and other county Children and Families Commissions.

## PRIORITY SCHOOL READINESS RESULTS FOR JULY 2001 - JUNE 2002

RESULTS	POTENTIAL STRATEGIES	POTENTIAL INDICATORS	COMMENTS
<b>Improving School Readiness</b>			
Children are physically, emotionally and developmentally ready to learn	<ul style="list-style-type: none"> <li>Health, emotional and developmental assessments at critical ages prior to entering school, with linkage to needed services</li> <li>Increase community capacity to address health, social, emotional and developmental issues</li> </ul>	<ul style="list-style-type: none"> <li>Standard assessment measures (several are available)</li> </ul>	<ul style="list-style-type: none"> <li>Use a variety of approaches to assessments, including school-linked models</li> <li>Link assessments to other Proposition 10 activities</li> <li>Consider funding to develop culturally appropriate assessment tools</li> </ul>
Children have literacy skills which are developmentally appropriate	<ul style="list-style-type: none"> <li>A literacy summit</li> <li>Development of a long-term literacy plan</li> <li>Campaign to raise awareness of literacy in the community</li> <li>Resource guide of literacy programs and services in the County</li> <li>Child literacy training for library staff and child care providers</li> </ul>	<ul style="list-style-type: none"> <li>Percent of children with literacy skills at or above developmentally appropriate level on early assessment</li> <li>Number of parents in literacy programs, improvement of literacy skills</li> <li>Percent of child care providers and library staff trained in literacy</li> </ul>	
Parents have high quality information and support for meeting the needs of their children	<ul style="list-style-type: none"> <li>Welcome Baby Kit implementation</li> <li>Planning collaborative for asset-based planning of integrated, coordinated parent information systems for services and supports for families with children 0 to 5</li> <li>Support of community-based parent education</li> </ul>	<ul style="list-style-type: none"> <li>Volume of use of telephone and web services</li> <li>Parental feedback regarding information sources</li> <li>Other indicators to be developed</li> </ul>	<ul style="list-style-type: none"> <li>Use a variety of approaches for Welcome Baby Kit (for example, prenatally, in the hospital, or in the home)</li> </ul>
Child care/early education is high quality	<ul style="list-style-type: none"> <li>CARES Project to support education and retention of child care providers</li> </ul>	<ul style="list-style-type: none"> <li>Percent of child care providers who meet the standards of the California Child Development Teacher Matrix</li> <li>Percent of child care providers who receive training or technical assistance on caring for children with special needs</li> <li>Rate of turnover of child care staff</li> </ul>	<ul style="list-style-type: none"> <li>Leverage State funding for CARES project</li> <li>Include State Inclusion Project for early care and education services for children with disabilities and other special needs</li> </ul>
<b>Building Community Capacity</b>			
Community capacity for integrated, accessible, inclusive and culturally appropriate services is increased	<ul style="list-style-type: none"> <li>Community engagement activities, including activities in geographically isolated communities</li> <li>Community organizing projects</li> <li>Technical assistance to community organizations (e.g. grant writing, organizational development, collaboration, leveraging)</li> <li>Service coordination and integration through the RFGA process</li> </ul>	<ul style="list-style-type: none"> <li>Number of agencies and groups collaborating</li> <li>Number of service recipients participating in planning and oversight</li> </ul>	<ul style="list-style-type: none"> <li>Integrate activities with Proposition 10 goals</li> </ul>
<b>Using Resources Effectively</b>			
State Commission and other outside resources are leveraged to meet the needs of local children and families	<ul style="list-style-type: none"> <li>Planning collaborative to assess assets and needs regarding School Readiness Centers</li> <li>Expansion of State Commission household survey on child care</li> <li>Use of State Commission's public education materials</li> </ul>	<ul style="list-style-type: none"> <li>Amount of funds leveraged through matching funds, state awards to local organizations, legislative advocacy, foundation support, and in-kind contributions</li> </ul>	<ul style="list-style-type: none"> <li>Include kindergarten teachers in planning collaborative, and ensure access to learning opportunities across cultures</li> </ul>
The Commission and the community are mutually accountable for effective use of Proposition 10 funds	<ul style="list-style-type: none"> <li>Develop integrated data systems for use at program, Commission and State levels</li> <li>Coordinate with State evaluation systems and indicators</li> <li>Provide technical assistance on evaluation and accountability to community organizations and grantees</li> <li>Maintain high quality information on assets, needs and results for children in our County</li> <li>Report to the community and State</li> </ul>	<ul style="list-style-type: none"> <li>Rate of data collection, analysis, and reporting by ethnicity, sex, geographic area and other significant groupings</li> <li>Amount of process data generated</li> <li>Capability of generating community-level data for Prop 10 planning purposes</li> </ul>	

## Distributing Funds to Achieve Priority Results

As stated in the Strategic Plan, the Commission will choose long-term and short-term strategies to meet its priority results. These strategies can include:

- ❑ Strategic grantmaking, supporting a few areas that promise to accomplish the specific priority results (Grants may be issued either through a competitive process or through Commission direction)
- ❑ Responsive grantmaking, supporting new and innovative programs outside the scope of the selected priority results
- ❑ Acting as a catalyst and leader for coordinating or integrating existing government, business, foundation and professional resources
- ❑ Advocating for legislation or policy to positively impact the lives of children and families

In general, the Commission will not perform direct services for children.

Based on the experience of the Request for Grant Application (RFGA) process conducted in 2000, the Ad Hoc Committee recommended the following modifications to the process:

- ❑ The Commission budget should be aligned with the State and County fiscal year (July 1 to June 30).
- ❑ The terms of grants should be determined by the Commission as appropriate to the desired results. Grant terms should not necessarily be limited by the duration of the current Strategic Plan or Implementation Plan.
- ❑ RFGAs for competitive grants should be issued for two funding cycles per year. The first RFGA will address the established funding priorities. The second will focus on filling in gaps (services, regional distribution or priorities) left from the first RFGA funding. It will also allow for applications for renewal of previous successful grants. Up to 70% of competitive funds will be available for the first RFGA, and up to 30% for the second.
- ❑ A simple, brief letter of intent should be required from potential applicants. This will allow early identification of opportunities for collaboration among agencies. Agencies submitting ideas that are not responsive to the RFGA can be so notified before they have expended time and energy on a full proposal, and can be provided technical assistance for future solicitations.
- ❑ The RFGA document should be further simplified and clarified for ease of use by community organizations. It should require more specific information on how many children 0 to 5 and their families will be served and where; and how applicants will build in sustainability, measure their program's effectiveness, reach diverse communities, and foster partnership and collaboration.

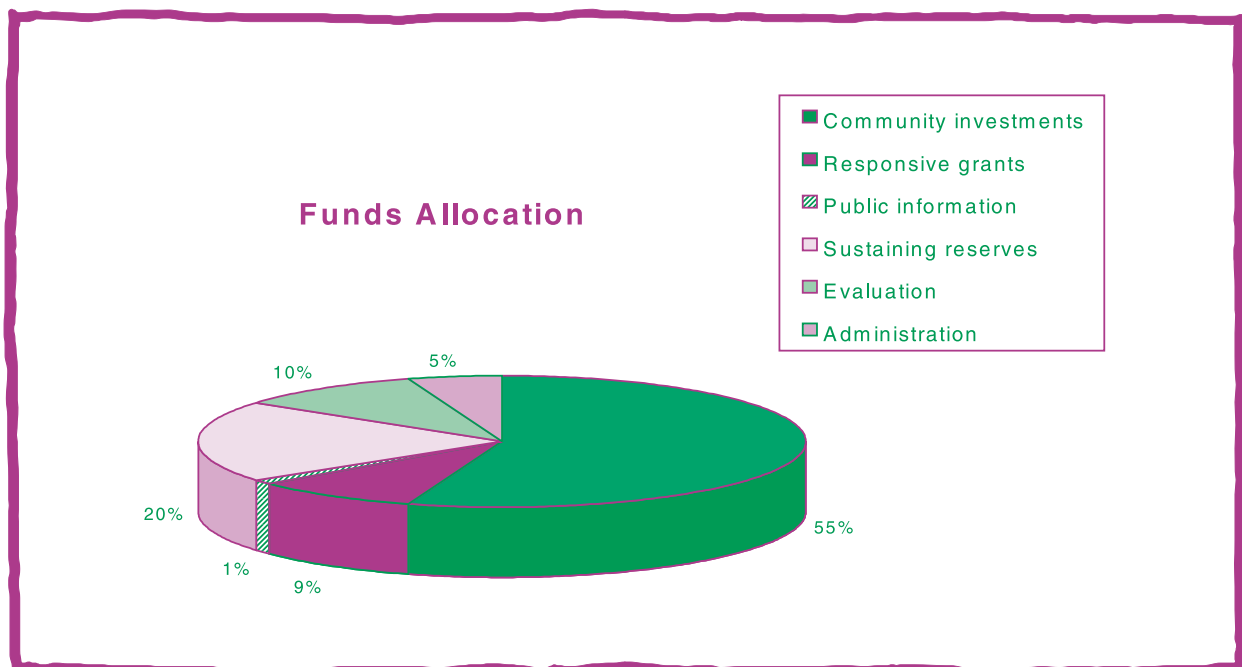
## Funds Allocation

To support achievement of the selected priority results, and to ensure responsible oversight and evaluation, the Ad Hoc Committee recommended the following allocation of Proposition 10 funds, on a County fiscal year basis, for July 2001 to June 2002.

### Funds Allocation July 2001 – June 2002

	% of Total	Dollar Amount
<b>Strategic community investments</b> , granted through competitive or Commission-directed grants, to fund short-term and long-term activities that support specific identified priorities. (Of this amount, up to 15% will go to Commission-directed grants, up to 60% will go to the first RFGA cycle, and up to 25% will go to the second RFGA cycle.)	55%	Up to \$24,200,000
<b>Responsive grants</b> , for the Commission to support existing, proven activities, to respond to unforeseen opportunities to achieve positive impact, and to leverage funds	9%	Up to \$3,960,000
<b>A fund for public information and education</b> regarding Commission priorities	1%	Up to \$440,000
<b>Sustaining reserves</b> , to extend the longevity of Prop 10 funding*	20%	Up to \$8,800,000
<b>Evaluation</b> , including assets and needs assessment, system and technology development, technical assistance to grantees, and evaluation of funded activities and overall Commission operations	10%	Up to \$4,400,000
<b>Administrative costs</b> , for management of all Commission activities	5%	Up to \$2,200,000
<b>TOTAL</b>	100%	Up to \$44,000,000

\* Any funds left unexpended from the annual funds allocation, and any interest earned, will be placed in the sustaining reserves fund for future allocation by the Commission.



# PRIORITY SCHOOL READINESS RESULTS FOR JULY 2001 – JUNE 2002 FUNDING AND ACTIVITY TIMELINE

RESULTS	POTENTIAL STRATEGIES	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	FUNDS
Children are physically, emotionally & developmentally ready to learn	Health, emotional and developmental assessments			RFGA				Awd		RFGA			Awd 7/02	Strategic investment
	Increase community capacity to address literacy			RFGA				Awd		RFGA			Awd 7/02	Strategic investment
	Children have literacy skills which are developmentally appropriate									X				Strategic investment
	Development of a long-term literacy plan												X	Admin., strategic investment, responsive
	Resource guide of literacy programs and services				CDG									Strategic investment
	Campaign to raise awareness of literacy in the community													State, Strategic investment, responsive
Parents have high quality information and support	Child literacy training for child care providers, library staff			RFGA				Awd		RFGA			Awd 7/02	Strategic investment
	Implement Welcome Baby Kit	CDG							Distribution					Strategic investment
	Planning collaborative for integrated information systems				RFP				Awd					Strategic investment
Child care/early education is high quality	Support of community-based parent education			RFGA				Awd		RFGA			Awd 7/02	Strategic investment
	CARES Project	CDG												Responsive
	Community engagement activities						Ongoing							Administrative
Community capacity for integrated, appropriate services is increased	Community organizing projects					RFA		Awd						Responsive
	Technical assistance to community organizations						Ongoing							Administrative, strategic investment
	Service coordination, integration through RFGA process						Ongoing							Administrative
State Commission and other resources leveraged	Planning collaborative regarding School Readiness Centers									Ongoing				Strategic investment
	Expand state child care survey				Survey									Responsive
	Use state education materials						Ongoing							Responsive
Commission & community are accountable	Develop integrated data systems		RFP			Awd								Evaluation
	Coordinate with State evaluation systems						Ongoing							Evaluation
	Provide technical assistance regarding evaluation & accountability						Ongoing							Evaluation
	Maintain quality information on assets, needs & results						Ongoing							Evaluation
	Report to community and State				County audit		Annual Report			State audit				

Awd = Award    CDG = Commission Directed Grant    RFGA = Request for Grant Applications    RFP = Request for Proposals

# The San Diego County Children and Families Commission

## Commission Members

### 1999 Commission

Pam Slater, Chairwoman

Sandra McBrayer, Vice Chair

Dr. Leonard M. Kornreich, Secretary

Dr. Robert K. Ross

Aurora Zepeda

### 2000 Commission

Dianne Jacob, Chairwoman

Sandra McBrayer, Vice Chair

Julie Lowen, Secretary

Dr. Robert K. Ross

Aurora Zepeda

### 2001 Commission

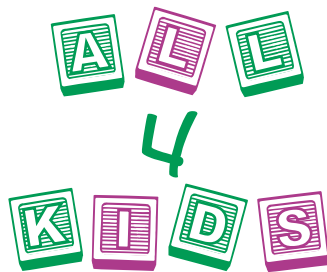
Bill Horn, Chairman

Sandra McBrayer, Vice Chair

Barbara Ryan, Secretary

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